

MEMORANDUM

Agenda Item No. 11(A)(13)

TO: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

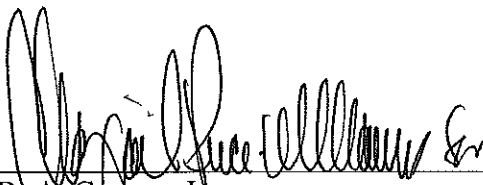
DATE: May 7, 2013

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Resolution appointing members
to the Community Affordable
Housing Strategies Alliance

This item was amended at the Health and Social Services Committee on April 8, 2013. The resolution was amended to remove Barry Johnson and in his place name Alex Rey as the representative of the Greater Miami Chamber of Commerce. It was further amended to remove Julio Artiga as representative of Fannie Mae. Fannie Mae has not appointed a representative yet.

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Chairwoman Rebeca Sosa.



R. A. Cuevas, Jr.
County Attorney

RAC/smm




MEMORANDUM

(Revised)

TO: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

DATE: May 7, 2013

FROM: 
R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No. 11(A)(13)

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Ordinance creating a new board requires detailed County Mayor's report for public hearing
- ☐ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous ____) to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 11(A)(13)
5-7-13

RESOLUTION NO. _____

RESOLUTION APPOINTING MEMBERS TO THE
COMMUNITY AFFORDABLE HOUSING STRATEGIES
ALLIANCE

WHEREAS, the Board of County Commissioners ("Board") enacted Section 17-149, et al. of the Code of Miami-Dade County ("Code"), which created the Community Affordable Housing Strategies Alliance ("Housing Alliance"); and

WHEREAS, pursuant to Section 17-149(c) of the Code, the Chair of the Board shall contact each of the entities referenced in Section 17-149 (a) to obtain the names of interested and eligible persons and their resumes; and

WHEREAS, the Chair is also required to forward the names of all prospective candidates to the Board for final approval; and

WHEREAS, the candidates, whose resumes are attached hereto as Exhibit A, have been identified by the Chair; and

WHEREAS, this Board desires to appoint the candidates recommended by the Chair to serve as members of Housing Alliance,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

Section 1. The foregoing recitals are incorporated in this resolution and are approved.

Section 2. The Board hereby appoints the following persons to serve as members of the Alliance

- a. ~~[[Barry Johnson]]~~ >>Alex Rey<<¹ to serve as a representative of Greater Miami Chamber of Commerce;
- b. Bill Diggs to serve as a representative of Miami Dade Chamber of Commerce;
- c. Daniel Howe to serve as a representative of Housing Opportunities Project for Excellence, Inc.;
- d. Jeffrey M. Hearne, Esq. to serve as a representative of Legal Services of Greater Miami, Inc.;
- e. Steve Beatus, EVP to serve as a representative of The Beacon Council;
- f. Marsha Jenakovich to serve as a representative of Alliance for the Ageing formerly known as Area Alliance on Aging;
- ~~[[g. ————— Julio Artiga to serve as a representative of Fannie Mae;]]~~
- ~~[[h.]]~~>>g.<< Nehemiah Davis to serve as a representative of Tools For Change;
- ~~[[i.]]~~>>h.<< Jose Fernandez to serve as a representative of Miami Dade Affordable Housing Board;
- ~~[[j.]]~~>>i.<< Corey Jones to serve as a representative of the Miami Dade Commission on Human Rights formerly known as Miami-Dade Equal Opportunity Board;
- ~~[[k.]]~~>>j.<< Barbara "Bobbie" Ibarra to serve as a representative of Miami-Dade Partnership for Recovery;
- ~~[[l.]]~~>>k.<< Ronald Book, Esq. to serve as a representative of Miami-Dade Homeless Trust;

¹ Committee amendments are indicated as follows: Words stricken through and/or [[double bracketed]] are deleted, words underscored and/or >>double arrowed<< are added.

[[m:]]>>l.<< Stephanye Johnson to serve as a representative of Miami-Dade
Economic Advocacy Trust formerly Metro Miami Action Plan Trust;

[[n:]]>>m.<< Erick Valderrama to serve as a representative of Latin Builders
Association;

[[o:]]>>n.<< Armando Trabanco to serve as a representative of South Florida
Hispanic Chamber of Commerce formerly known as Latin Chamber of
Commerce; and

[[p:]]>>o.<< Steve Kirk to serve as a representative of the Coalition of Florida
Farmers' Organization.

Section 3. The Board also appoints Armando Fana, who represents the United States
Department of Housing and Urban Development, to serve as an ex-officio member of the
Housing Alliance.

The Prime Sponsor of the foregoing resolution is Chairwoman Rebeca Sosa. It was
offered by Commissioner , who moved its adoption. The motion was
seconded by Commissioner and upon being put to a vote, the vote was
as follows:

Rebeca Sosa, Chairwoman
Lynda Bell, Vice Chair

Bruno A. Barreiro
Jose "Pepe" Diaz
Sally A. Heyman
Jean Monestime
Sen. Javier D. Souto
Juan C. Zapata

Esteban L. Bovo, Jr.
Audrey M. Edmonson
Barbara J. Jordan
Dennis C. Moss
Xavier L. Suarez

The Chairperson thereupon declared the resolution duly passed and adopted this 7th day of May, 2013. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.



Terrence A. Smith

Alex Rey

1262 SW 15 Street, Miami, Florida 33145

305-298-7552 - arey@areycoinc.com

Summary

Real Estate and Financial Services professional - extensive experience in Commercial and Real Estate Financing, Business Development, Sales and Brokerage - a performance driven, innovative thinker with a proven track record solving difficult and complex transactions with strong communication and interpersonal skills.

Professional Experience

Head-Strategic Accounts and Partnerships

May 2011 to Date

Credomatic of Florida, Inc - credit card merchant services to the US market, a subsidiary of The Grupo Aval, a \$48 billion banking-financial services conglomerate.

- Sales, business development and services for key strategic accounts and partnerships
- Top producer in 2011 - \$25+ million - 2012 \$30+ million

Development Activities

1990 to Date

Project Director

Quail Roost Station Transit Oriented Development Project, South Dade County, Florida

- 510 rental apartments-200,000 SF commercial space - 500 space Miami-Dade County Park and Ride
- Change site entitlement from industrial zoning designation to high density mixed use zoning overlay of a Community Urban Core requiring two Comprehensive Master Plan amendments, a community charrette and re zoning including a Property Exchange Agreement with Miami-Dade Co.
- Secured development financing, planning and oversight financial administration of the partnership activities, development operations

Project Director

The Village of Southland, 99 unit Independent senior housing apartment project in South Miami Dade County, Florida

- Responsible for site acquisition, re zoning, entitlement, planning and sale of the project.

Real Estate Brokerage

1990 to Date

- President - Areyco, Inc. -Real Estate Development-Consulting-Asset and Property Management Services - *1992 to date*
- 2011: \$3 million office lease-Coral Gables, Fl for global commodities trader's relocation New Jersey to Miami
- Acquisition, entitlement, planning & sale West Palm Beach auditorium sites- \$25 million transaction
- Acquisition, planning, marketing and sale of 200+ single family houses and 5 commercial projects
- Market and consulting services-Miami Dade County, banks and private developers.
- Acquisition and dispositions for various clients in excess of \$25 million.

Asset/Property Management/Consulting

- VP-Zaremba Corporation-Cleveland, OH - national real estate developer - acquisitions and asset and property management operations - 25,000+ residential rental units - 4,000 condominium units - 7.5 million SF office, retail and industrial space.
- President - Zaremba Securities, Inc., a NASDA broker dealer - managed offshore investors joint venture relationships
- Miami-Dade County Asset/Property Management - consulting, property asset management, brokerage activities in South Florida including project financing, management, sales, workouts and financing re structure.
- Development, asset and property management of 250+ affordable single family houses, commercial projects - extensive market and consulting services to Miami Dade County, banks and private developers.
- Asset and property management services - project workouts and refinancing, including a bond debt re funding of the 650 unit student housing project for the Palm Beach Community College Foundation.

Banking/Finance

InterAmerican Bank - President & CEO, Trustee for FDIC — turned around failed Miami bank — successfully sold after 2 years

Bank of Miami - SVP & Sr. Commercial Lender, Head of National Division — responsible for lending operations, policy and loan committee offerings, supervised 10 commercial lenders

Recognition

- Greater Miami Chamber of Commerce - Vice Chairman – Banking and Financial Services Committee 2012-2013
- Coral Gables Chamber of Commerce – Chairman Membership Committee 2011 – 2012 – Small Business Committee Leadership 2012 – 2013 Chamber Ambassador 2011 – 2013
- South Florida Hispanic Chamber of Commerce – Business Committee Member – Leadership Award - Company of the Year 2012

Education

- School of Banking of the South, at LSU
- Commercial Lending School at the University of Oklahoma - Graduate
- Graduate Commercial Lending School at the University of Oklahoma - Graduate
- Certified as a Commercial Lender by the American Bankers Association
- Advanced Commercial Leasing, New York University
- Institute of Real Estate Management Series 300, 400 and 500
- Advanced American Bar Association courses in Limited Partnerships, Securities, Uniform Commercial Code and International Law
- Real Estate Broker – State of Florida – Active License

Language Skills

- Spanish: Fluent – reading, writing

Bill Diggs

Bill serves as the Chief Executive Officer for The Miami Dade Chamber of Commerce. Miami Dade Chamber of Commerce is Florida's oldest Chamber of Commerce that has as its primary mission the growth and retention of minority businesses. The Miami-Dade Chamber recognizes that its primary purpose is to serve the black business community through its membership. Therefore, increasing membership, retaining current members and attracting new members is a priority for Bill. While Bill manages the day to day operations of his staff, he is over all aspects including financial, programming and development. The chamber has over 400 + members whom Bill advocates for on a daily basis. He consults with elected officials as well as public and privately held corporations CEO's in order to insure that the minority vendor community in Miami Dade can thrive.

Bill has been involved in many successful business ventures. Among them were Evolution Networks (a private venture telecom firm) and MCI Telecommunications. While at MCI Telecommunications, Bill was recognized for launching what was considered as the most successful competitive local service campaign in the company's history.

He is a Board Member of the James E Scott Community Association, The Greater Miami Convention and Visitors Bureau, The Visitor's Industry Council, South Florida Workforce and the Miami Dade County Urban Task Force. He serves on a national board, the Alliance for Digital Equality. Bill also serves as the Chairman of The Board of the Greater Miami Coalition of Chambers. This is a countywide board that serves as the governing board for all Miami Dade County based chambers of commerce. . Bill is also Past President of the 100 Black Men of South Florida, Inc. Bill's proudest civic accomplishments come from his starting of the 100's nationally recognized Leadership Academy. The Academy is a fully engrossed mentorship program that has taken kids from failing elementary grades to college scholarship recipients as schools such as Florida A&M University, Bethune Cookman College and the University of Virginia.

Bill has a weekly radio show that discusses helpful information for business owners. He also writes a syndicated newspaper column that appears weekly in The Miami Herald. He regularly speaks at various high schools, business conferences and youth conventions. The topics range from issues affecting African Americans in corporate America to topics such as the importance of mentoring among many others. Bill was selected as the CEO of the Year in 2008 by The South Florida Business Journal. He is also listed as one of Miami's Top Leaders by Miami Today.

Along with being an avid golfer and jazz enthusiast Bill is a member of Omega Psi Phi Fraternity, Inc. and a proud graduate of Clark Atlanta University in Atlanta Georgia where he obtained a BS degree in Political Science. Bill is originally from Augusta Georgia and is the son of Margaret and Joseph Diggs. Bill has two children Drew and Dominique.

Daniel Howe

10260 S.W. 112th Street – Miami, FL 33176

305-256-0786 (H) – 786-514-2293 (M) – laurdanh@netzero.com

Summary of Qualifications:

Outstanding interpersonal, writing and speaking skills. Extensive experience developing and presenting training programs. Developing, negotiating and managing contracts and programs. Writing County policies and procedures.

International Code Council-certified Accessibility Inspector/Plans Examiner with extensive experience examining architectural plans and physical sites, as well as programs, policies and procedures, to determine whether they are compliant with federal and state requirements for being accessible to people with disabilities.

Over twenty years of experience in the field of civil rights enforcement and compliance, specializing in fair housing issues and disability rights+.

Negotiation and administration of the Voluntary Compliance Agreement (VCA) between the Miami-Dade Housing Agency (MDHA) and The United States Department of Housing and Urban Development (HUD) to ensure MDHA's compliance with the VCA requirements, and applicable disability laws and regulations.

Complaint intake, investigation and resolution. Experience being deposed for fair housing cases.

Specialized Training:

National Fair Housing Alliance Fair Lending Training Program, October 18-19, 2012.

Federal Reserve Board Fair Lending Webinar, October 17, 2012.

Compliance Tech Lending Patterns Webinar, October 16, 2012.

National Fair Housing Alliance Mortgage Loan Scam Investigation webinar, October 3, 2012.

National Community Reinvestment Coalition Mortgage Rescue Scam Training, September 5, 2012.

Compliance Tech Lending Patterns training, September 4, 2012.

National Fair Housing Alliance Fair Lending Training Program, May 20-24, 2012

Attained International Code Council certification as an Accessibility Inspector/Plans Examiner, Spring 2011.

Attended the "International Building Code Accessibility and Usability" course, Fall 2010.

Resume - Daniel Howe

Attended the 2001, 2003, 2004, 2006, 2010 and 2011 National Association of Americans with Disabilities Act Coordinators Conferences

Completed Miami-Dade County Supervisory Certification Program training, Winter, 2005

HUD Fair Housing Symposium (Fair Housing Act Accessibility Guidelines), May 2004

Council on Education in Management training: Internal Investigations Methods, Spring 2002

National Fair Housing Assistance Program Policy and Training Conference (John Marshall Law School), Spring 1997

Mortgage lending and homeowners insurance testing training (National Fair Housing Alliance), Spring 1995

U.S. Justice Department: fair housing testing and investigation training in Washington, D.C., Fall 1993

Professional Experience:

Housing Opportunities Project for Excellence, Inc. (HOPE, Inc.), Miami, FL

Fair Lending Initiative Director

May 2012 to present

Providing test coordination as well as education and outreach services to HOPE, Inc., a private, non-profit, fair housing agency in Miami-Dade County, by administering and implementing training and enforcement contracts. Conducted fair lending tests, mortgage scam tests, developed mortgage lending tester training program and trained mortgage lending testers. Developed and presented fair housing training programs and Voluntary Compliance Agreement training programs. Provided extensive assistance to the Hialeah Housing Authority its Voluntary Compliance Agreement with the United States Department of Housing and Urban Development.

Consultant

November 2011 to May 2012

Providing consultant services to HOPE, Inc., a private, non-profit, fair housing agency in Miami-Dade County, by administering education and enforcement contracts on their behalf. Administered mortgage scam tests, provided fair housing training and performed accessibility compliance testing under the Fair Housing Amendments Act and Title III of the ADA.

Miami-Dade County Office of ADA Coordination, Miami, FL

ADA Project Administrator

March 2009 to October 2011

Policy and project development. Create County procedures. Complaint intake, investigation and resolution. Creation and presentation of training programs. Review County architectural plans (including Marlins Ballpark), programs and sites for accessibility compliance. Negotiated contract for consultant to evaluate county's accessible built environment policies and procedures for capital departments, train capital design/planning staff, maintain departmental webpage. In charge of departmental operations during director's two-month absence.

Resume - Daniel Howe

Miami-Dade Housing Agency, Miami, FL

VCA Administrator

May 2005 to March 2009

Negotiated contracts required by the VCA. Monitored and coordinated the accessibility assessments of architectural consultants. Oversaw the Agency's efforts to ensure make public housing dwellings accessible to people with disabilities. Rendered determinations as a member of the Agency's ADA/504 Grievance Committee. Conducted accessibility assessments of sites and plans for the Agency's offices, dwellings, and public and common use areas. Created the VCA-required educational program for Agency staff. Worked with the Office of ADA Coordination (OADAC) to provide accessibility assessment training. Completed the County's supervisory training program.

Miami-Dade Housing Agency, Miami, FL

ADA Coordinator

September 2000 to March 2009

Served on the MDHA Voluntary Compliance Agreement (VCA) negotiation team. Wrote the MDHA Reasonable Accommodation Policy; wrote the Public Housing Pet Policy; and annually contributed ADA, Section 504, and fair housing components to the PHA plan. Helped create the Affirmative Fair Housing Marketing Plan for the March 2001 Public Housing/Section 8 Voucher/Section 8 Moderate Rehabilitation programs open registration period. Gave presentations at ADA/504/Fair Housing training sessions. Provided intake, processing and determinations regarding reasonable accommodation requests from employees as well as Public Housing and Section 8 participants. Worked on the investigation, conciliation, and administration of HUD fair housing cases filed against MDHA, often consulting with the County Attorney's Office. Analyzed blueprints of facilities and performed on-site surveys to ensure compliance with federal accessibility regulations.

Housing Opportunities Project for Excellence, Inc. (HOPE, Inc.), Miami, FL

Test Coordinator/Fair Housing Specialist

April 1993 to August 2000

Conducted/supervised fair housing investigations that resulted in eighteen fair housing suit filings in federal court with recovered settlement damages totaling approximately three and a half million dollars. Recruited, trained, and supervised over one hundred volunteer testers. Supervised/trained other Testing Coordinators. Gave depositions in the course of several H.O.P.E., Inc. fair housing suits. Received test coordinator training from the United States Justice Department at their headquarters in Washington, D.C.

Prosperity Enterprises, Inc., Miami, FL

Property Manager

1989 to 1995

Duties included rent collection, repair and maintenance of property and equipment, tenant relations and dispute resolution.

Free-lance Film and Video Production Technician

1984 to 1993

Experience included directing, editing, camera, and sound for WLRN (a Miami-based public television station); dubbing assistant for "Miami Vice" and other television and film productions; and free-lance sound technician.

Resume - Daniel Howe

Free-lance Recording Artist, Producer, Musician

1972 to 1993

Touring and performing experience included entertaining U.S. troops for the Department of Defense; recording and producing experience included the recording of two albums for RCA Records; music production for numerous award-winning commercials and documentaries.

Volunteer Experience:

Switchboard of Miami, Miami, FL

Telephone Crisis Line Counselor

1992 to 1993

Duties included suicide/crisis intervention, information/referral dissemination, and reporting counselor/client interactions.

H.O.P.E., Inc.

Tester

1989 to 1993

Duties included assignment completion, observation, information-gathering, and report writing. The information gathered was used to gauge the nature, level, and extent of housing discrimination at assigned locations.

Education:

Graduated with honors from Florida International University with a Bachelors of Science degree in Communications (Summer, 1989)

JEFFREY M. HEARNE

ATTORNEY AT LAW
2383 NORTH BAY ROAD
MIAMI BEACH, FL 33140
Phone: (305) 528-5581
Work: (305) 438-2403
Email: jhearne@lsgmi.org

LEGAL EXPERIENCE

LEGAL SERVICES OF GREATER MIAMI, INC.

ADVOCACY DIRECTOR – TENANTS' RIGHTS PROJECT

JANUARY 2012-PRESENT

SENIOR ATTORNEY

JANUARY 2009 - DECEMBER 2011

CO-SENIOR ATTORNEY

FEBRUARY 2006-DECEMBER 2008

Directly supervise and manage eight attorneys in the Tenants' Rights Project; Direct all litigation and advocacy at LSGMI on landlord-tenant issues; Prepare evaluations of attorneys; Conduct case review; Train new attorneys; Participate in management decisions; Perform all activities of a staff attorney in landlord-tenant cases.

STAFF ATTORNEY

JULY 2001 -FEBRUARY 2006

Represented low-income tenants and homeowners in evictions and foreclosures; Represented clients in bankruptcy proceedings to save their homes; Brought affirmative lawsuits against public housing authorities, home improvement contractors, and mortgage companies in state and federal court; Negotiated settlements; Drafted legal pleadings and discovery; Researched legal issues; Conducted community education on landlord-tenant issues and predatory lending; Coordinated predatory lending referral program; Participated as an active member of Miami-Dade Predatory Lending Workgroup and the Mortgage Fraud Task Force; Participated in weekly case review.

UNIVERSITY OF MIAMI SCHOOL OF LAW

ADJUNCT CLINICAL PROFESSOR

JANUARY 2010 -PRESENT

Director of the Tenants' Rights Clinic located at Legal Services of Greater Miami, Inc.; Supervise law students representing low-income clients in landlord-tenant cases; Teach a two hour seminar each week regarding Florida landlord-tenant law and federally subsidized housing.

LEGAL AID OF CENTRAL OF TEXAS - AUSTIN, TX

SUMMER LEGAL CORPS FELLOW / CLINICAL STUDENT

SUMMER 2000 & SPRING 2001

Assisted low-income clients with eviction defense and other housing issues; Performed client intake; Drafted legal documents; Negotiated with opposing counsel and landlords; Created a series of six informational brochures about common housing issues.

EDUCATION

UNIVERSITY OF TEXAS LAW SCHOOL, J.D. MAY 2001

Activities: Texas Law Fellowships, President 2000-2001, Board of Directors 1998 – 2001
(Student-run non-profit corporation with an annual budget over \$150,000)

Public Interest Law Association

Clinics: Housing; Capital Punishment; Criminal Defense; Trial Advocacy

Honors: University Co-op Public Interest Award

UNIVERSITY OF TEXAS AT AUSTIN, B.A. IN PLAN II HONORS PROGRAM, MAY 1998

Thesis: Poverty in Society and Film during the 1960's

Honors: Phi Beta Kappa

PROFESSIONAL

Admitted to Practice: Florida Bar
United States District Courts for the Southern and Middle Districts of Florida

Member: Florida Bar
Dade County Bar Association
Housing Justice Network
National Association of Consumer Advocates
Florida Housing Umbrella Group, Co-Chair (2004 - present)
American Civil Liberties Union - Miami Chapter, Board Member (2004 - present)
Treasurer (2008-2011), 2nd Vice President (2012), 1st Vice President (2013-present),
Legal Panel Chair (2013-Present)

Awards: Cystic Fibrosis Foundation's 40 Under 40 Outstanding Lawyers of Miami-Dade Cty., 2012
Daily Business Review's Most Effective Public Interest Lawyer, 2011
LSGMI Alfred Feinberg Memorial Award for Outstanding Advocacy, 2006
LSGMI Blanca Fiallo Memorial Award, 2008

Reported Decisions: *U.S. ex rel. Wade v. DBS Investments, LLC*, 2012 WL 3759015 (S.D. Fla. 2012)
New Arena Square v. Blackwood, 19 Fla. L. Weekly Supp. 854b (Miami-Dade Cty. 2012)
Kendrick v. Corser, 19 Fla. L. Weekly Supp. 72a (Miami-Dade Cir. App. 2011)
Wells Fargo Bank v. Montoya, 18 Fla. L. Weekly Supp. 857a (Miami-Dade Cir. 2011)
Miami-Dade County v. Robinson, 18 Fla. L. Weekly Supp. 611a (Miami-Dade Cty. 2011)
Hialeah Housing Authority v. Lugo, 2010 WL 4295587 (S.D. Fla. 2010)
Hialeah Housing Authority v. Socorro, 18 Fla. L. Weekly Supp. 306a (Miami-Dade Cty. 2010)
Miami-Dade County v. Santiago, 17 Fla. L. Weekly Supp. 1112a (Miami-Dade Cty. 2010)
Casanova v. Aijde Wanounou Inc., 17 Fla. L. Weekly Supp. 1080a (Miami-Dade Cir. App. 2010)
Koster v. Coronado, 16 Fla. L. Weekly Supp. 1073a (Miami-Dade Cty. 2009)
Young v. Miami-Dade County, 16 Fla. L. Weekly Supp. 637a (Miami-Dade Cir. App. 2009)
Hialeah Housing Authority v. Batista, 15 Fla. L. Weekly Supp. 1004a (Miami-Dade Cty. 2008)
Hialeah Housing Authority v. Enriquez, 13 Fla. L. Weekly Supp. 1093 (Miami-Dade Cty. 2006)
Deberry v. Garcia, 13 Fla. L. Weekly Supp. 788b (Miami-Dade Cir. App., 2006)
Hialeah Housing Authority v. Valdes, 12 Fla. L. Weekly Supp. 1080a (Miami-Dade Cty. 2005)
Miami Dade County v. Diaz, 12 Fla. L. Weekly Supp. 674 (Fla. Miami-Dade Cty. 2005)
Hialeah Housing Authority v. Enriquez, 12 Fla. L. Weekly 244a (Fla. Miami-Dade Cty. 2004)
Miami Dade County v. Jones, 10 Fla. L. Weekly Supp. 828c (Fla. Miami-Dade Cty. 2003)

Stephen M. Beatus
Associate Executive Vice President, Economic Development
The Beacon Council



Stephen M. Beatus is the Associate Executive Vice President of Economic Development for The Beacon Council, Miami-Dade County's official public-private economic development partnership. He oversees the organizations International Programs, Retention and Expansion, National Recruitment, Urban Initiatives, Research Strategic Planning and Marketing. Since its inception in 1985, The Beacon Council has assisted over 865 companies which have created more than 58,000 direct jobs, retained more than 17,000 existing jobs, and added more than \$3 billion in new capital investment to our community.

From 2003 to 2005, Mr. Beatus served as Vice President and COO for Parrot Jungle Island, a world-class entertainment destination with 1,100 tropical birds, 2,000 varieties of plants and flowers, and world class animal shows. Mr. Beatus directed all operations of the theme park including catering facilities, restaurants, retail shops, shows and exhibits.

Before joining Parrot Jungle Island, Mr. Beatus worked as an aviation consultant with Avbiz, LLC in Miami. He consulted in areas such as airline organizational structure, sales, marketing and operational analysis.

A majority of Mr. Beatus' professional career was spent at United Airline Corp. with more than \$16 billion in annual revenues, operating more than 600 aircraft and 2,400 daily departures spanning five continents. While serving as Vice President for Latin America, Miami and the Caribbean from 1999 to 2003, Mr. Beatus was responsible for all customer service, operations, sales and marketing activities in United's Latin Division, which included 11 countries, two territories and the gateway to North America, Miami. Before being promoted to this position, he was Managing Director for Metropolitan New York-New Jersey. In more than 30 years at United, Mr. Beatus held a variety of other positions that resulted in a wealth of knowledge and experience in management and the aviation industry.

Mr. Beatus has been very active in numerous business and civic organizations in Miami-Dade County. He has served on the Executive Committees of The Beacon Council (prior to joining the organization), the Greater Miami Chamber of Commerce, and the Greater Miami Convention and Visitors Bureau. Mr. Beatus also participated on the Board of Directors of the United Way of Miami-Dade and the Florida International University Foundation.

Mr. Beatus received his Bachelor's degree in marine transportation from New York State Maritime College. He is married with three adult children.

MARSHA JENAKOVICH

8435 Crespi Blvd. #5
Miami Beach, FL 33141

cell (301) 821-1953
mjenakovich@gmail.com

SPECIAL SKILLS

Planning and Evaluation

- ♦ Strategic and community-based planning, including partnership development, needs assessment, and analyses of strengths, weaknesses, opportunities, and threats
- ♦ Qualitative and quantitative research and evaluation methodologies, including process, outcome, and impact assessment

Written and Verbal Communication

- ♦ Extensive writing experience, including: reports; strategic plans; literature reviews; program/project summaries; site visit reports; Web site content; education and training materials; grants; and responses to requests for proposals for Federal funding
- ♦ Effective verbal skills that include: communicating with community members and project partners; conducting individual interviews; leading group discussions; making public presentations; and facilitating strategic planning sessions

Topical Knowledge

- ♦ Familiarity with health and human service systems for persons who are elderly and disabled, including models of integrated, coordinated, and community-based care
- ♦ Quality measures (structure, process, and outcomes) for care and services for those dually eligible for Medicare and Medicaid, including patient-centered care, shared decision-making, and consumer-focused outcomes

RELATED WORK EXPERIENCE

Director of Planning and Special Projects, Alliance for Aging, Inc., Miami, FL 2012-present
Responsible for activities related to the planning process required by the Department of Elder Affairs for Miami-Dade and Monroe Counties, including ongoing data collection and analysis; needs assessments; client satisfaction surveys; public hearings; and the creation, implementation, and evaluation of an Area Plan that details the agency's efforts to improve the community's service system of home- and community-based services to elders. Identifies and responds to opportunities for external funding and participates in collaborative community initiatives that support aging in place and age-friendly communities. Manages the agency's *Safe Steps-Pasos Seguros* elder pedestrian safety program and ensures compliance to Florida Department of Transportation grantee policies.

Senior Health Care Analyst, National Committee for Quality Assurance 2011-2012
Provided administrative and analytic support for quantitative and qualitative research on a variety of topics supporting quality measure development including: integrated care for people dually eligible for Medicare and Medicaid; shared decision-making; and patient-centered medical homes. Prepared literature reviews and materials for Expert Panel review. Conducted site visit in San Diego to assess shared decision-making programs addressing prostate cancer and low back pain; interviewed staff and observed service delivery.

Project Assistant (Research/Administrative), NAI Personnel, Inc., Washington, DC 2009-2010
Conducted targeted Internet and professional literature searches to identify reliable data on quality healthcare measures for State Children's Health Insurance Programs (SCHIP) and supported the efforts of two Expert Panels of the Agency for Healthcare Research and Quality (AHRQ).

Senior Community Health & Evaluation Specialist, Health Council of South Florida 2007-2008
Participated in multiple contract projects with the Miami-Dade County Health Department. Served as project manager for Mobilizing for Action through Planning and Partnerships (MAPP), a participatory planning process to choose local strategic health priorities. Facilitated monthly meetings to review local

data and discuss community needs and strengths; wrote a report and convened a workgroup addressing health disparities; drafted a Community Health Action Plan to Address Health Disparities; presented information on local health disparities at the Black Community Health Forum in Miami Gardens (July 2008) and the Minority Health Disparities Summit in Tampa (August 2008). Designed and implemented an outcome evaluation of the MOMmobile prenatal care program in southern Miami-Dade County, and assisted with the annual evaluation of the Consortium for a Healthier Miami-Dade and the Community Leader Opinion Survey. Wrote an organizational profile of the Florida State Department of Health as part of its strategic planning efforts; a compilation of best practices and promising programs for the Miami-Dade County Community Health Report Card; a summary report of the Office for Countywide Healthcare Planning's Consumer Health Insurance Forum; and 2007 strategic plans for the Aging Resource Center Coalition and the Consortium for a Healthier Miami-Dade.

Senior Research Associate, The Helix Group, Inc., Camp Springs, MD

2005-2007

Participated in multiple contracts with Federal government agencies. Provided capacity-building training and technical assistance to two fledgling nonprofit organizations serving African Americans and Haitians for the Office on Women's Health (OWH), which included facilitating a strategic planning process and helping them create 5-year strategic plans. Created evidence-based tools to encourage mental wellness among pregnant women and new mothers for the Health Resources and Services Administration's (HRSA), Maternal Child Health Bureau. Participated in site visits to nine states as part of the Federal Medicaid Integrity Program for the Centers for Medicare and Medicaid Services (CMS). Field-tested community-based screening forms for hypertension and diabetes among African Americans and Hispanics for the Office of Minority Health (OMH).

Research Analyst, Systems Assessment & Research Corporation, Lanham, MD

2003

Participated in an impact evaluation of the Minority AIDS Initiative for HRSA's HIV/AIDS Bureau. Reviewed over 400 grantee reports on programs serving African American and Hispanic communities.

Technical Assistance Coordinator, Z-Tech Corporation, Rockville, MD

2001-2003

Facilitated fulfillment of technical assistance requests for grantees of the Substance Abuse and Mental Health Services Administration's (SAMHSA) Center for Substance Abuse Treatment (CSAT); identified appropriate consultants, created budgets and scopes of work, and ensured quality of consultant results. Also served as program liaison for CSAT's Co-Occurring Disorders Study; monitored grantee progress and conducted site visits to assess implementation fidelity.

Urban Initiatives Officer, American Psychological Association, Washington, DC

2000-2001

Served as Staff Liaison to the Committee on Urban Initiatives. Served as a public source of information on psychology's contributions to urban issues (e.g., poverty, welfare reform, standardized educational testing, racial profiling).

Research Associate, LTG Associates, Takoma Park, MD

1998-2000

Participated in multiple contracts with Federal government agencies. Created a resource guide for primary care providers on services for older individuals for HRSA's Bureau of Primary Health Care, Division of Programs for Special Populations. Conducted a process and outcome evaluation of the Community Voices Collaborative, D.C., a project working to integrate the healthcare safety net serving the uninsured and underserved. Coordinated a project to identify culturally appropriate healthcare providers for HRSA's Center for Managed Care. Wrote a REACH (Racial and Ethnic Approaches to Community Health) grant for the Papa Ola Lokahi/Native Hawaiian Health Care System to develop community-based interventions to prevent diabetes and cardiovascular disease in Native Hawaiians. Participated in several projects related to HRSA's Ryan White CARE Act programs to improve program guidance, grantee reporting, and project sustainability. Served on a HRSA external review committee recommending funding for Special Projects of National Significance. Wrote a technical proposal that established the Center for Sustainable Health Outreach (CSHO), a national center to support community health outreach workers and their sponsoring organizations.

EDUCATION

Master of Applied Anthropology (MAA)

May 1992

University of Maryland at College Park

Specialization: Cultural Diversity/Cultural Competence in Public Health and Education

Bachelor of Arts (*cum laude*)

April 1990

University of Pittsburgh

Major: Anthropology

Minor Certificate: Women's Studies

PUBLICATIONS AND PRESENTATIONS

- ◆ Taking Care of Mom: Nurturing Self as Well as Baby, Health Resources & Services Administration, Maternal Child Health Bureau, February 2009. Available online at:
Consumer brochure: http://www.ask.hrsa.gov/detail_materials.cfm?ProdID=4291&ReferringID=4293
Provider guide: <http://mchb.hrsa.gov/pdfs/pocketcard.pdf>
- ◆ Results of the Four MAPP Assessments, Health Council of South Florida/Miami-Dade County Health Department, June 2008. Available online at:
http://www.doh.state.fl.us/compass/CountyAssessment/CountyContent/MiamiDade/Miami-Dade_MAPP_Assessment_Results.pdf
- ◆ Racial and Ethnic Health Disparities in Miami-Dade County, Health Council of South Florida/Miami-Dade County Health Department, 2008. Available online at:
http://www.doh.state.fl.us/compass/countyassessment/countycontent/MiamiDade/MiamiDade_Racial_and_Ethnic_Health_Disparities.pdf
- ◆ Measuring the Reduction of Racial and Ethnic Health Disparities: the Miami-Dade Experience, presented at the Florida Minority Health Disparities Summit, Tampa, FL, August 14, 2008. Available online at
http://www.doh.state.fl.us/MINORITY/pdfs_and_word_docs/TheMiamiDadeExperienceMarshaJenakovich.pdf
- ◆ Aging Resource Center (ARC) Coalition 2007-2010 Strategic Plan. Available online at:
<http://www.allianceforaging.org/pdfs/arc/ARCStrategicPlan.pdf>
- ◆ Capacity Building for Community Based Nonprofits. A series of PowerPoint presentations on nonprofit capacity building—governance and board development; strategic planning; human resource management; fiscal accountability; partnership development; grant writing; and program planning—prepared for grantees of the Office of Women's Health, 2006.
- ◆ Cultural Competence Works: Using Cultural Competence to Improve the Quality of Health Care for Diverse Populations and Add Value to Managed Care Arrangements, Health Resources & Services Administration, Center for Managed Care, 2001. Available online at:
<ftp://ftp.hrsa.gov/financeMC/cultural-competence.pdf>

Julio Artiga

Corporate Relations and Housing Outreach

BACKGROUND

SUMMARY

Extensive secondary mortgage market experience in the areas of financial education, borrower outreach, corporate relations, homeownership preservation and loss mitigation.

Program development, implementation, and evaluation to insure cross-cultural effectiveness of communications aimed at multicultural groups.

Creative and production advertising experience, both at local and national levels, using print, radio, and television media.

English/Spanish bilingual, bicultural communications skills.

Experience as public speaker and community educator.

Specialties: Strategic advertising and marketing planning.

EXPERIENCE

Corporate Relations and Housing Outreach Manager

Freddie Mac

November 2004 – Present (8 years 6 months)

Manage Freddie Mac's relationships with national Latino and African American organizations. Represent Freddie Mac at conference and events. Act as media spokesperson with Spanish language media outlets.

Design and execute innovative homeownership outreach and education strategies that stimulate underserved segments of the population's interest in homeownership. Create education and outreach initiatives that give Freddie Mac sellers and partners tools to increase access to underserved segments of the population and effectively position Freddie Mac within the market. Maintain awareness of homeownership education offerings in the market place and evaluate and assist with the positioning of Freddie Mac's offerings to better reach the underserved segments.

Homeownership Counselor

The Unity Council

December 2003 – November 2004 (1 year)

Conduct educational workshops aimed at low income, under-serve minorities in the city of Oakland. Counsel clients on issues of homeownership, budgeting, credit and financial literacy. Write press releases and create an outreach media campaign for the agency.

Certified Housing and Credit Counselor

Consumer Credit Counseling of San Francisco

June 1998 – December 2003 (5 years 7 months)

Act as department lead responsible for the day-to-day operation of the pre purchase counseling program, including staff scheduling, interactions with mortgage lenders and billing. Conduct presentations on affordable housing issues to the Hispanic Community, credit reports analyst and media appearances on topics of financial counseling and housing.

Consultant

Hispanic Communications Consultant

June 1992 – May 1998 (6 years)

Creative and production services, media planning and special events for health related and community-oriented projects, clients included:

Oregon Center for Applied Science: Developed scripts for interactive video media campaigns in CD ROM.

Tobacco Free Bay Area Youth Program: Trained and advised staff on media strategies. Dr. Ayala's Alcoholic

Anonymous: Planned, coordinated and executed regional public events. Mission Economic and Cultural Association, Media advisor for Cinco de Mayo Health festival.

Production Manager

TELEMUNDO - KSTS Channel 48, San Jose, CA

December 1990 – November 1991 (1 year)

Supervised technical and creative staffs in the production of commercials, programs, newscasts, special events, and promotional materials. Involved in the creation of the Northern California Television Network comprised of five satellite stations

Production Manager

UNIVISION - KDTV Channel 14, San Francisco, CA

June 1987 – November 1990 (3 years 6 months)

Produced the station's special projects and public affairs campaigns. Adapted national advertising campaigns for the Hispanic market. Generated revenues through the sales of production facilities and handled client's accounts. Created the station's advertising campaign under the slogan: "Si Con El 14".

Creative Copywriter Senior

Rumbo Advertising Agency - El Salvador

May 1981 – June 1985 (4 years 2 months)

Concept development, strategic planning and production of major national and regional advertising campaigns. List of clients included consumer products, insurance industry, automotive, agricultural, pharmaceutical and institutional.

Nehemiah Davis
21401 SW 122nd Avenue
Miami, Florida 33177

Cell Phone (305) 321-8499
Office E-Fax: (305) 459-1791

Personal Email: NehemiahDavis37@aol.com
Business Email: nanandavis1@bellsouth.net

Work Experience

2008 to Present Project Director of Neighbors And Neighbors Association Inc.

Act as the project director over all NANA's projects & programs, commercial renovation projects, includes developing financial pro forma's, project development plans, financial Schedules of Value, financial draw schedules, project development schedules, and all aspects of project management. Preparing all Government funding reports, writing all scope of services.

2002 to 2010 President and Owner of Mainstreet Property Investment

Project Consultant and real estate investor over the last 7 years working with dozens of companies and individuals regarding real estate development and financial capital plans for businesses. Rehabbed 82 units, Built (new construction) 24 two-story Townhomes and 15 Single Family homes in Miami-Dade. In Okeechobee Florida for MH Funding Group; the La Martin Town Homes a 150 unit development, La Martin Oaks Estates a 200 acre subdivision to be developed in 238 ½ acre lots this was a land development project, and Hudson Lake project a 1,200 acre Range style subdivision with 98 lots with a community barn.

2003 to 2004 Executive Director of Martin Luther King EDC

Acting Executive Director for the Business Center and newly developed business incubator. Wrote several grants during my stay there which was the CDBG annual grant from Miami-Dade County, The Miami-Dade Empowerment Trust, and the Miami-Dade General Obligation Bond. MLK EDC was allocated over \$5 Million in grant awarded from the grants I wrote.

2001 to 2003 Project Director of Neighbors And Neighbors Association Inc.

Act as the project director over all NANA's projects & programs, commercial renovation projects, includes developing financial pro forma's, project development plans, financial Schedules of Value, financial draw schedules, project development schedules, and all aspects of project management. Preparing all Government funding reports, writing all scope of services.

1992 to 2002 Executive Director of Covenant Community Development Corporation Inc.

Negotiated Covenant CDC's position in a \$7.4 million dollar tax credit rental project giving it a general partner/ownership with first rights of refusal at the end of the 15 year tax credit syndication period, which is a 123 rental unit apartment complex. Initiate the development of a 154 single-family unit subdivision in Florida City the first affordable housing project of its kind. As the Executive Director I was responsible for raising capital to develop the project I raise over 4.2 million project dollars for the Florida City Village PUD that included acquisition, infrastructure and construction / mortgage funds for the first several homes to be constructed. In addition to the public construction / mortgage funds I secured a 2.5 million dollar line of credit for the project.

Education

- Miami Dade Community College (Miami FL 1982-84 & 86-87)
- American Medical Training Institute (Miami FL 1983-84)
- Development Training Institute (DTI) Leadership Academy (Maryland 1998-99)

Specialist Education

- ETC Project Development Workshop (Real Estate Development for Non-profits 1993-94)
- Enterprise Foundation Non-profit Real Estate Development Workshop (Washington DC 1994)
- Citibank Workshop In Small Business Loan-Doc processing (Miami, Florida 1997)
- Enterprise Foundation (CHAMP) Asset-Property Management (Denver Colorado 1997)
- LJSC / Ford Foundation Workshop in Underwriting / Project Financing (Portland Oregon 1997)

Special Honors

- Martin Luther King Jr, Drum Major Award 1996
- African American Achievers Award 1997
- Honored by Hot 105 Radio Station for being a Community Leader in South Miami-Dade County (1997)
- Honored in the LICS National Newsletter for being an Emerging CDC and Award a \$50,000 Scholarship (1998)
- Certificate Of Appreciation from Miami-Dade Board of County Commissioners for Community Service (1999)
- Placed in the Hall of Fame for Helping Black Business of Miami Dade County 1999 (Tools for Change)
- Listed as an Honored Professional in the "National Register's Of Who's Who in Executive and Businesses in the 2001- 2002 Edition", the 2003- 2004 Edition", the 2005- 2006 Edition".

Political and Charitable Work

- Elected to the Office of Miami-Dade County Community Council-114 in 2008 to 2012
- Vice Chairman of The Empowerment Trust Florida City Assemble Board (2000 to 2001).
- Chairman of the South Dade Alliance (a Coalition of South Dade CDC(s) (1996 to 1998).
- Advisor Board Member for the MDCC / Fannie Mae Mortgage Program (1996 to 1997).
- Advisor Member to the Florida City Neighborhood Task Force (For Infrastructure Improvements).

Jose P. Fernandez
139 Rosales Court
Coral Gables, Florida 33143
(786) 236-7846

Experience

- 2/98 - President/Owner, Homestar, Inc and Homestar Builders, LLC. Responsible for all aspects of the homebuilding, general contracting, leasing companies. Maintain a hands on management approach to the sales, construction, and financial aspects of the companies. Directly responsible for land acquisition, development, financing, construction management, contracts, scheduling, and the pricing of homes. Started the company with a 39 single family home development and have grown it to having sold and built over 600 single family homes, townhomes, and condominiums over the past eight years. Currently there are three active developments located in Cutler Bay and, West Kendall and also one condominium building currently leased.
- 4/89 - 1/98 Controller, Landstar Homes. Responsible for the financial and management reporting, supervision of accounting functions, budgeting, payroll, loan administration, preparation of financial packages, and cash management of the South Florida division. Directly involved in the selection of insurance carriers and administration of insurance and loss control programs for the entire company. Implemented effective cost control procedures, sales and construction status reporting system, and was directly involved in the establishment of the local area network computer system.
- 4/87 - 12/88 President, I.M.S. Established successful property management company to manage Interdevco's portfolio of rental properties and expanded the services to outside clients on a fee basis. Responsible for designing and implementing the management information system, developing the company's business plan, and achieving the goals and objectives set forth in the business plan.
- 1/85 - 12/88 Chief Financial Officer & Vice President, Interdevco. Responsible for the financial reporting and management of the company, subsidiaries, and real estate developments; including the financial analysis and selection of new projects, preparation of financing packages, relationships with financial institutions, supervision of all accounting functions, cash management, budgetary control, financial forecasts, tax planning, personnel, and daily management of operations. Directly involved in the preparation of the company's business plan, policy and planning decisions, legal matters, product design, and negotiation of contracts.
- 2/81-12/84 Controller, Interdevco. Responsible for the management information system, supervision of accounting functions, budgeting, financial reporting, cash management, and tax planning of the company. Established a computer management information system, implemented the procedures and forms used, and prepared the company's operating and personnel manuals. Directly involved in the financial analysis of existing projects and forecasting the economics of new ventures and evaluating their risks.
- 1/80 - 2/81 Audit Staff Accountant, Peat Marwick. Performed audits of several companies, mostly financial institutions, real estate development companies, and governmental units. Gained valuable experience auditing and evaluating the management information systems of these organizations.

Jose P. Fernandez
139 Rosales Court
Coral Gables, Florida 33143
(786) 236-7846

Education

8/76 -12/79 University of Miami. Received Bachelor of Business Administration in Accounting.
Graduated Magna Cum Laude in December, 1979.

Skills

Florida Certified Public Accountant since 1981, currently inactive.
Certified General Contractor in State of Florida, CGC 1512994
Excellent knowledge of the homebuilding industry, including land acquisition,
governmental approvals, project management, property management, budgeting, and
marketing. Expertise in designing and implementing management information systems,
developing accounting and operating procedures, establishing cost control methods,
preparing feasibility studies, cash flow forecasts, and budgets.

Affiliations

Miami-Dade County Affordable Housing Advisory Board Member
Building Industry Association of South Florida
Florida Institute of Certified Public Accountants
Latin Builders Association

Personal Data

Born April 26, 1958
Married, two children.

Jose P. Fernandez
139 Rosales Court
Coral Gables, Florida 33143
(786) 236-7846

References

Mr. William Dowd, President
Roemer Insurance
4752 West Commercial Boulevard
Ft. Lauderdale, Florida 33319
(954) 731-5566

Juan Mayol, Esquire
Holland & Knight
701 Brickell Avenue #3000
Miami, Florida 33131
(305) 374-8500

Mr. Ruben Pedron, First Vice President
Suntrust Bank
777 Brickell Avenue, 4th Floor
Miami, Florida 33131
(305) 579-7323

Mr. Sergio Pino, C.E.O.
Century Builders
7270 N.W. 12 Street, Suite 400
Miami, Florida 33126
(305) 599-8100

Mr. Octavio Verdeja, C.P.A.
Verdeja & Gravier
201 Alhambra Circle, Suite 901
Coral Gables, FL 33134
(305) 446-3177

Corey Jones
2555 NW 205 Street
Miami, Florida 33056
Daytime (786) 469-4655 or Cell (305) 302-3073

Objective: Seeking a Management position within the Miami-Dade Community Action and Human Services Department where over 12 years of experience will add value to operations.

Skills: Ability to multi-task and interact effectively with colleagues.

Qualifications: Knowledge of research techniques, ability to communicate effectively both written and verbally, professional image and excellent communication skills.

Education: Fort Valley State University, Fort Valley, Georgia
Bachelor of Arts in Criminal Justice, May 2001

Experience:

09/10 - Present **Miami-Dade Community Action and Human Services**
Administrative Officer III (Project Manager)
Responsibilities include providing oversight for the District One and Two Beautification Program, Senior Housing Assistance Repair Program, Elderly Residential Rehabilitation Program. Duties include but not limited to providing supervision, technical assistance, developing budgets, implementing programmatic changes based on the need of the funding source (HOME, SURTAX and CSBG), coordinating the signing of contracts with contractors and monitoring consultants cost and Miami-Dade County representatives.

07/01 - 08/01 **Miami-Dade Community Action Agency**
Administrative Officer II (Emergency Coordinator)
Responsibilities included providing oversight of two emergency social service programs (Emergency Food and Shelter and Life Support Water Initiative). Managed the daily operations of each program, and ensured program cleared annual audits. Responsible for the daily supervision of 25 County and/or contract temporary

employees. In addition, responsible for the personnel administration for the Self Help Division, coordinated with the Agency's DPO regarding resume recruitment, screening and selection, prepared and processed classification action, and payroll change notices.

02/99 – 06/01

Miami-Dade Community Action Agency

Administrative Officer I (National Working Force, Inc.)

Provided technical assistance on personnel policies and procedures, and managed the personnel administration for the Self Help Division. Developed, administered and evaluated the training needs assessment of staff development; assisted with special projects for the division.

08/97 – 02/99

Miami-Dade Community Action Agency

Eligibility Supervisor (National Working Force, Inc.)

Responsibilities included reviewing all energy applications within targeted area. Prepared program static's for targeted areas, supervised eligibility workers, clerical staff and volunteer service assistants. Ensured appropriate customer correspondence is forwarded in a timely manner.

Certifications:

- | | |
|-------------|---|
| 2006 | Miami-Dade County, Supervisor Certification Program |
| 2001 | Ethics Phase IV, Train – THE- Trainer |

References: Available upon request

BARBARA A. IBARRA, SPHR

11035 Killian Park Road
Pinecrest, Florida 33156-4012
Mobile (305) 338-1431
Home (305) 662-2774
BAIMIA@aol.com

SUMMARY

Senior management executive with extensive experience in the public, private and non-profit sectors committed to achieving excellence in diverse organizations.

PROFESSIONAL EXPERIENCE

MIAMI COALITION FOR THE HOMELESS
Executive Director

2011 - Present

The Miami Coalition for the Homeless was established in 1985 to promote community efforts to prevent and end homelessness in South Florida by establishing alliances with agencies and organizations. The Coalition works on finding systemic solutions at the local, State and National levels and advocates on behalf of persons experiencing homelessness.

I serve as the senior executive responsible for the overall administration and management of the Coalition. This includes service programs, fiscal management, fundraising and business operations. Areas of responsibility include planning and evaluation, policy development and administration, personnel and fiscal management, advocacy, intergovernmental relations, community outreach and public relations. I report to a 15 Member Board of Directors comprised of community leaders and enable them to fulfill their governance function as well as the mission of implementing the Coalition's strategic goals and objectives.

ADJUNCT PROFESSOR / INSTRUCTOR

2007-Present

I serve as an Adjunct Professor and Instructor at Miami Dade College. I have taught at several campuses and venues at the College including the Wolfson Campus and the InterAmerican Campus.

I have taught three different life skills courses – SLS 1125, SLS 1510 and SLS 1535 to very diverse groups of students. I received excellent evaluations in each of these courses.

I also served as an instructor with Community Education Program at the Wolfson Campus. In this capacity I instructed a range of human resource management courses including: Society for Human Resource Management (SHRM) National Certification Course; Essentials of Human Resource Management; and the Human Resources Professional Development Certification Course.

I have also served as an instructor the Greater Miami Society for Human Resources Management (GMSHRM) teaching various study skills classes related to the SHRM National Certification Program.

JUNGLE ISLAND**Vice President / General Manager****2007 - 2011****Vice President, Human Resources and Operations****1998 - 2003****President, Jungle Habitat**

Jungle Island is a premier local tourist destination in the South Florida area. The \$50,000,000 facility is located on the MacArthur Causeway and hosts more than 400,000 visitors annually. It has a staff of over 200 and an annual operating budget of over \$15,000,000.

I serve as a senior executive and general manager. Major accomplishments during my tenure include:

- Managed the recruitment, selection, orientation and training, in conjunction with a community coalition, of a complete workforce ranging from senior level professionals to entry level employees needed to open the new facility. Particular emphasis has been placed on minority persons living in the empowerment zone as well as developing opportunities for a variety of special needs populations
- Developed and implemented a first ever, comprehensive benefits program and increased enrollment in the 401K plan by 43% through the design of an education and awareness program
- Implemented the bidding and procurement process for outsourced human resource services
- Designed and obtained approval of a South Florida Workforce training grant for the majority of the Jungle Island workforce
- Successfully developed and implemented an unprecedented public-private partnership involving contract negotiations with federal, county, city and private sector organizations utilizing the Empowerment Zone and related workforce job creation program opportunities
- Responsible for all aspects of park management and operations. Participated as a member of the senior management/ownership team in the \$50,000,000 construction of the new facility.
- Designed and executed a strategic planning process to enhance operations, resulting in increased revenues through improved accountability
- Researched, designed and successfully established a 501©3 organization, Jungle Habitat, to assist in enhancing education and awareness of Florida's flora and fauna

OUR KIDS OF MIAMI-DADE/MONROE, Inc.**2003 – 2006****President****Executive Director, Independent Living Initiative**

Our Kids, Inc. is non-profit corporation created by local community leaders to transition and manage the overall child welfare system in both Miami-Dade and Monroe Counties with an annual budget of \$80,000,000. The Independent Living Initiative was a subsidiary of Our Kids focusing on youth aging out of the foster care system.

I served as the first President of Our Kids and was responsible for all elements of the start-up of the organization. I also served as the originator and Executive Director of the Independent Living Initiative. Major accomplishments during my tenure include:

- Founded a new start-up organization and managed the development of all requisite policies, human resource functions, procedures, financial systems and controls and computer systems and networks
- Recruited and selected a senior management team of experienced professionals responsible for the design and implementation of a new business and state of the art child welfare system
- Oversaw the management of a compensation and benefits survey resulting in preferential worker compensation rates and competitive compensation plans for senior executives
- Created a corporate business and strategic plan transitioning approximately 5,000 foster care children from State care to community based care
- Negotiated a first ever lead agency fixed price \$80 million contract with the State of Florida
- Oversaw the design, development implementation of a system of care for the aging out foster youth and piloted the system with 50 selected youth
- Was instrumental in the receipt of grant funds totally over \$2 million in support of various programmatic initiatives including housing for aging out youth
- Collaborated with over 30 organizations regarding the provision of services to these and other special needs youth
- Collaborated on the design of a youth oriented web site "I can make it .org"

MAYOR'S JEWELERS

1995 - 1998

Vice President of Human Resources

Mayor's Jeweler's was a \$140,000,000 retail jewelry corporation operating 33 retail stores located throughout South Florida, Orlando, Tampa and the Atlanta, Georgia area.

I served as the senior executive responsible for all elements of human resources. Specific accomplishments during my tenure include:

- Spearheaded the design, implementation, administration and monitoring of the corporation's human resources policies and procedures including: search and selection of all personnel; benefits and compensation administration; training and development and employee relations
- Conducted a in-depth search and selection of a new trustee/administrator for our 401K plan
- Completed an extensive compensation review/designed a senior executive compensation plan
- Managed several significant regulatory investigations and complex employee legal matters
- Instituted several employee relations programs: handbook, newsletter, suggestion program, and training and development plan

CITIBANK, FLORIDA and CITICORP

1989 - 1995

Senior Vice President, Marketing & Public Affairs

Senior Vice President, Regional Staffing & Mobility

Director, Human Resources Services

Citibank Florida had 1,400 employees working in over 44 Florida branches, 25 mortgage sales offices and 4 administration facilities throughout the State. Citicorp/Citibank was the largest financial institution in the US having subsidiaries, representing over 8,000 personnel, located in the Southeast region of the United States.

I served as a senior human resources executive for this Fortune 50 Company. Major accomplishments and responsibilities during my tenure included:

- Directed all recruiting and staffing for all Citicorp/Citibank subsidiaries, negotiated and managed several search consultants, executed regional vendor contracts for HR services and established a career counseling, mobility and career development program
- Administered all HR functions including outplacement services, employee morale programs, training and development, designed a program of utilizing strategic HR data to empower managers
- Spearheaded a team of professionals and an \$8 million budget that developed and implemented strategic plans and tactical programs related to advertising, promotions, market research, customer communications and public relations

MIAMI-DADE COUNTY

1983 - 1988

Director of Personnel, Miami-Dade County

Chief, Employee Relations, Miami-Dade Transit

Director of Marketing, Public Affairs & Planning, Miami-Dade Transit

Miami-Dade County is the County government for the Miami urbanized area. During this period Metropolitan Dade County had over 22,000 employees and an annual operating budget exceeding \$1,600,000,000. There were 27 major Departments represented by 10 labor unions. The range of County Departments included the Airport, Seaport, Police, Fire, Solid Waste, Emergency Management, Affirmative Action and many more. The Metro-Dade Transit Agency is the public agency responsible for the planning, design, construction and operation of all public transportation in the Miami urban area including METRORAIL, METROBUS AND METROMOVER. The agency had an annual operating budget in excess of \$100,000,000.

Major accomplishments and responsibilities during my tenure included:

- Responsible for all human resource functions within the County, including the coordination and oversight of human resource functions in the major County Departments
- Led a team of 114 individuals with a \$4,500,000 million administrative budget that designed and implemented an Aids Awareness Training Program which was later recognized by the National Association of Counties as being the prototype for other governmental agencies to follow
- Spearheaded all personnel, training, administration services, labor relations, employee incentives and community services policies and procedures. Pioneered the implementation of drug testing to union personnel
- Instituted an internal marketing campaign to enlighten everyone on the services we provided as well as enhance our credibility and public opinion

UNITED STATES DEPARTMENT OF TRANSPORTATION

1978-1983

URBAN MASS TRANSPORTATION ADMINISTRATION

National Director, Office of Civil Rights

Regional Civil Rights Director

Assistant Regional Civil Rights Officer

The Urban Mass Transportation Administration was the Federal agency responsible for the planning, developing, financing, managing and overseeing of mass transit agencies nationally. Major programs

included capital and operating assistance, planning, civil rights and research and development. I worked at the Washington, D.C. National Headquarters as well as the Atlanta, Georgia and Philadelphia, Pennsylvania Regional Offices.

Major accomplishments and responsibilities during my tenure included:

- Managed the entire civil rights and affirmative action programs including program compliance, oversight and investigations. Was instrumental in the promulgation of innovative civil rights regulation
- Designed and spearheaded a pilot program crafted to integrate the civil rights programs into the grant program areas
- Worked with a local community to ensure the groundbreaking hiring of female bus drivers
- Worked with local communities to ensure the equitable distribution of new buses, bus benches and route schedules to all portions of the community ending patterns of discrimination
- Assisted small minority businesses in participating in federally funded programs
- Assisted in creating, implementing and managing the first regional civil rights pilot program from which the national model was designed

ADDITIONAL EXPERIENCE

**UNITED STATES DEPARTMENT OF HEALTH, EDUCATION AND WELFARE
Philadelphia Regional Office
Civil Rights Specialist**

Responsible for investigating various allegations of discrimination that were filed against federally funded agencies, including educational institutions. Our jurisdiction included employment, service delivery and public accommodation.

**CITY OF PHILADELPHIA
Human Relations Representative, Human Relations Commission
Job Developer and Employment Counselor, Adult Probation Department**

Human Relations Representative, under contract with the US Equal Employment Opportunity Commission, responsible for investigating allegations of discrimination on the basis of race, color, national origin, religion and sex in employment, public accommodations and housing. I was recognized for investigating, managing and closing the largest number of cases per month consistently.

As a Job Developer and Employment Counselor was responsible for assisting ex-convicts in their re-entry into the community by coaching and training them for employment opportunities. I was also responsible with working with employers to create job opportunities for this special needs population. I consistently managed one of the largest case loads in the department.

**INTER-CHURCH CHILD CARE SOCIETY
Philadelphia, Pennsylvania
Social Worker**

Responsible for managing a caseload of children placed into the foster care system by the State of Pennsylvania. Assignments included supporting children while attending dependency court, coaching and counseling foster parents in the upbringing of these children and, interacting in a constructive way with the biological parents. I was responsible for maintaining detailed case files and records.

EDUCATION

TEMPLE UNIVERSITY

Master of Education, Counseling Psychology
Philadelphia, PA

TEMPLE UNIVERSITY

Bachelor of Social Work
Philadelphia, PA

HONORS AND AWARDS

(See Attachment)

PROFESSIONAL AND CIVIC INVOLVEMENT

(See Attachment)

REFERENCES

(Available upon request)

HONORS AND AWARDS

- Greater Miami Chamber of Commerce, Salute To Miami Leaders, September, 2012
- ASPA- South Florida Chapter, Outstanding Service Excellence Award, March, 2012
- "The Achiever", *Miami Today*, June 16, 2011.
- Community Achievement Award, The South Florida Puerto Rican Chamber of Commerce, July 2011.
- Miami Dade College Hospitality Institute, Certificate of Appreciation, June, 2009.
- Overtown Youth Center, Certificate of Appreciation, June 2008.
- "Shining Star" Award, Miami Chapter of Florida Youth Shine, May 22, 2007.
- The Book of Leaders – 2000, published by *Miami Today*.
- "The Newsmaker", *Miami Today*, December 30, 1999.
- "Roberto Clemente Excellence Award for Civic Affairs", 1997.
- Coalition of Hispanic American Women's "Woman of the Year" Award, June 1992.
- National Conference of Puerto Rican Women's "Outstanding Puerto Rican Woman" Award.
- Coalition of Hispanic American Women, "Role Model" Award, March 1990.
- Highlighted in published book, In The Company of Women, the First Six Years, 1994.
- Metro Dade County, Parks Dept., "In the Company of Women" Award, March 1994.
- Coalition of Women's History Month, "Women of Impact" Award, March 1994.
- Highlighted in *Miami Today*, week of Oct. 7, 1993, "Hispanic in Business".
- Listed in *Quien Es Quien en Florida*, published, 1993.
- Western Hemisphere Conference (December 1994) Summit Committee (Co-Chair of the Volunteer Committee) appointed by Lieutenant Governor Buddy McKay, June 1994
- Featured in The Miami Herald, September 14, 2002 column "The Faithful Among Us".
- Highlighted in Exito, April 1, 1992, Issue "La Mujer Boricua Une Lo Mejor De Los Dos Mundos".
- Highlighted in El Nuevo Herald, August 4, 1992 Issue of Vida Social, "la Mujer Del Ano".
- Highlighted in El Nuevo Herald, March 26, 1988 Issue "El Personage de la Seaman".
- Highlighted in South Florida Magazine, January 1987 Issue, "Hot People to Watch in 1987".
- Highlighted in Miami News, Lifestyle section, February 1988.
- Greater Miami Chamber of Commerce, Leadership Miami Graduate, 1986.
- Latin Chamber of Commerce (CAMACOL), Certificate for Outstanding Service, 1986.
- ASPIRA of Florida, Inc., Certificate of Appreciation, 1986 and 1987.
- Outstanding Service recognized by the Board of Directors for the Metropolitan Atlanta Rapid Transit Authority, 1982.
- Nominated Woman of the Year by the Atlanta Chapter of Women's Transportation Seminar, 1982.
- US DOT Secretary's Meritorious Achievement Award, 1981.
- UMTA Special Achievement Award, 1980.
- UMTA Administrator's Award of Merit, 1979.

PROFESSIONAL & CIVIC ORGANIZATIONS

- National Funders Together To End Homelessness, Board of Directors, July, 2012- Present
- Leadership Florida, 2005-2010
- Greater Miami Chamber of Commerce Member, 1987- Present, Board of Directors- January, 2009-2014, Chair, Professional and Workforce Development Committee- 2012-2014, Member HR and Business Education Committee 1987- 1997 and 2007- Present
- Society for Human Resource Management (SHRM), Member, 1987- 1999, 2002, 2007-Present
- Greater Miami Chapter, SHRM, 1984-1994 , 1996- 1999, 2002, 2008- Present
- South Florida Hospitality Human Resources Association, Member 2007- Present, Vice President- 2010 and 2011
- Coral Gables Congregational Church member, 1995-current/ Chair of Personnel Committee 1997-2008
- Miami Dade Community College, Board of Trustees, August 1993- 1998
- Palmer Trinity School , Board of Trustees, June 2002- June 2005
- South Florida Puerto Rican Chamber of Commerce, Board of Trustees, June 2002- June 2005
- PROFESA (Puerto Rican Professional Association), Founding Member, 1999; Board member 2000-03, Member 1999- Present
- Florida Immigrant Advocacy Center, Board of Directors, 2000- 2002
- Young Women's Christian Association (YWCA). MEMBER SINCE 1983, President 1992-94
- Zoological Society of Florida, Member, Board of Directors and Trustees, 1983-1999
- West Laboratory Elementary School, Chair of School Advisory Committee, 1994-1997
- Dade County Public Schools Citizens Management Selection Committee, Member 1990-1992
- Coalition of Hispanic American Women, Member 1983- 1999; President 1987-1988
- Florida Bar Grievance Panel 11 "F" Member, 1987-1988
- Governor's Constituency for Children, Member 1988; Secretary, 1989
- National Conference of Puerto Rican Women, Member since 1985; President 1984-86
- United Way Volunteer, 1987-1989
- Dade County School Board Advisory Committee on School Based Health Clinics, 1987-1988
- Dade County Public Schools; (QUIP) Education Excellence Awards Committee, 1988
- City of Miami Commission on the Status of Women, 1986-87
- ASPIRA of Florida, Inc., Mentor Public Policy Program Participant, 1986-1988
- Metro-Dade Women's Association, Charter Member, 1985-1988
- Women's Transportation Seminar, 1984-1985
- American Public Transit Association, 1984-1986
- American Planning Association, Member, 1983
- American Red Cross, 1974-1985

RONALD L. BOOK, ESQ.

EDUCATION:

1977	Tulane University, Juris Doctor
1974	Florida International University, Bachelor of Arts
1971-1973	University of Florida (Member of Student Senate 1972-1973) (Member of Fighting Gator Track Team 1971-1973)
1971	North Miami Senior High

EMPLOYMENT:

1987-Present	Ronald L. Book, P.A., President and CEO Firm specializes in Governmental Affairs and Administrative Law.
1983-1985	Sparber, Shevin, Shapo & Heilbronner and Book, P.A., Partner and Director of Administrative and Government Law Department.
1981-1983	Sparber, Shevin, Rosen, Shapo & Heilbronner, P.A., Associate.
1978-1981	Governor Bob Graham - Special Assistant, Cabinet and Legislative Affairs Office, 1978-1979. Director of Governor's Cabinet and Legislative Affairs Office, 1979- 1980. Five (5) for Florida's future, 1980. Special Counsel on Cabinet and Legislative Affairs, 1980-1981.
1973-1975	Florida House of Representatives

ACTIVITIES & MEMBERSHIPS:

Former Member of the University of Florida Fighting Gator Track Team; Board of Florida International University Alumni Association; Founder, President, and Coach of North Miami Track Club; Member of Dade County and Florida Bar Associations; American Bar Association and American Judicature Society; Member of the Florida Bar Administrative Law; Health Law and Judicial Poll Committees; Member of Florida International University Presidential Search Advisory Committee; Member of Special Governor's Committee to Study and Recommend Revisions to the Operation of the Division of Administrative Hearings; Previously served as Pro Bono Counsel to Coconut Grove Playhouse; Co-Chair of Greater Miami Sports Council; Trustee Member of Greater Miami Chamber of Commerce; Local Organizing Committee Sunshine State Games; Vice-Chairman of Finance Committee; Chairman of North Dade Area Council of the Greater Miami Chamber of Commerce; State Affairs Committee; Legislative Affairs Committee; Special Olympics Gold Sponsor; Board Member Memorial Hospital Foundation; Member of the Steering Committee for the Summit of the Americas; Member of the Board of Directors of the Epilepsy Foundation of South Florida, Inc.; Member of the University Outreach Development Council; Chairman of the Olympic Soccer State Affairs Committee; and Member of the Governmental Relations

Committee; Member of the Board of Joe DiMaggio Children's Hospital; Member of the Board of Directors of the Milton Littman Scholarship Foundation; Chairman of the Miami-Dade Homeless Trust, administering a \$41 million budget; Member and Chairman of the Board for the Baudhuin Oral School Board of Governors; Member of the Board of the Inner City Youth Center, Inc.; Member of the Miami-Dade County Article V Implementation Advisory Committee, and Member of the Greater Miami Chamber of Commerce distinguished Board of Governors; Pro Bono Counsel to Florida's Council on Physical Fitness; Special Pro Bono Counsel to Broward Partnership on Homeless; Special Pro Bono Counsel to Epilepsy Foundation of South Florida and the Florida Breast Cancer Coalition; Florida Council Against Sexual Violence; Member of the Orange Bowl Foundation Board of Directors 2005 - 2008; Chair of Children's Home Society of Florida Foundation; Trustee Member of United Way of Miami-Dade; Executive Committee Member, The National Conference for Community and Justice; Trustee Member of United Way of Miami-Dade; Executive Committee Member, The National Conference for Community and Justice; and Trustee Member of United Way of Miami-Dade; Member of Miami-Dade County Mayor's Mental Health Task Force; Chairman of the Mental Health Care Finance and Sustainability Subcommittee; Member of Advisory Board for new *Master's Degree in Education Law* at Shepard Broad Law Center, Nova Southeastern University; member of *Miami-Dade Community Affordable Housing Strategies Alliance Task Force*; Board Member, Overtown Youth Center Board of Directors; Chairman, *Partnership For Recovery/No Blue Roofs*, administering a \$15 million budget. Book is a founding member of Lauren's Kids, Inc., a 501(c)(3) created to help children who have become victims and survivors of sexual assault; Florida Senate's appointment to Board of Directors for the Council on the Social Status of Black Men and Boys; Board member, Domestic Violence Oversight Board.

PERSONAL:

Mr. Book currently operates his own practice out of Aventura and Tallahassee. Of all his accomplishments, Ron is most proud of his children, Lauren (28), Samantha (26) and Chase (21).

STEPHANYE JOHNSON, CHC, MBA

9755 SW 184 St ■ Miami FL 33157 ■ Phone: 305 412-5184 ■ Email: info@stephanyejohnson.com

Education

Neighborworks America,

June 2003 – August 2012

PROGRAM OF STUDY IN HOMEOWNERSHIP & COMMUNITY LENDING

Master of Business Administration degree in Marketing and Finance **University of North Carolina at Chapel Hill** 1984

Bachelor of Arts degree in Sociology

University of Pennsylvania

1980

Experience

TRINITY EMPOWERMENT CONSORTIUM

HOMESTEAD FL

Executive Director, 2/2002 to Present

Serve as executive director to a staff of 6 and a volunteer base of over 20

Key results:

- Educated over 1,000 families in the homeownership process
- Over 70% of our participants are mortgage ready within 6 months
- Counsel families in default on their mortgages
- Assist Renters in securing affordable housing

SJO ASSOCIATES

MIAMI FL

Owner, 5/1989 - Present

Key results:

- Assisted small businesses and nonprofits in bookkeeping and reporting
- Provide consulting services to small businesses

MIAMI/FT LAUDERDALE BUSINESS DEVELOPMENT CENTER

MIAMI FL

LOAN PROCESSOR, 1992-1993

Key results:

- Assisted businesses and individuals in post Andrew recovery efforts generating over 1 million dollars in SBA loans for the community

MIAMI-DADE COMMUNITY ACTION AGENCY

MIAMI FL

COMMUNITY PLANNER II, 1990-1992

Key results:

- Served as initial data manager for the Pilot Early Head Start Program "Project T.I.P.P."
- Enrolled over 100 families for the pilot project

Currently serve on the board of directors for South Florida Board of Realtists' Foundation, Delta Educational Health and Charitable Initiative, Miami-Dade Economic Advocacy Trust Housing Advocacy Committee Chairperson, Foundation for Youth and Economic Development, Rainbow of Hope



Erick Valderrama

Senior Manager Planning & Construction - Florida

Summary of Qualifications (Profile)

Erick is a Senior Business Strategist skilled in contract negotiations, estimating, and purchasing. Leading collaborations with development teams, architectural design teams and owners as well as consulting, reading and dissecting plans, creating logistic plans, schedules, and budgets while implementing cost control strategies and ensuring profit.

He has 20 plus years' demonstrated proficiency in all areas of construction management with the ability to effectively time and cost-contain projects and budgets, using a combination of effective team leadership and subcontractor management skills, negotiation and creativity.

He is a high-level strategic thinker who capitalizes on strengths in multiple areas of office and field expertise, honed through years of development experience, such as project feasibility studies, zoning, land use and site development analysis, and value engineering to dig through complex information.

Project Experience Summary

FIU STADIUM EXPANSION, MIAMI, FL

Cost: \$4,300,000

Completion Date: 2012

Role: Planning & Construction Manager

Scope of Work: The project includes the removal of the existing north bleachers and installation of the North Stadium Bleachers to match & enclose the first level of the Stadium Bowl. Also collaborated with the University and Design Professionals for the phased future Stadium Master Plan expansion that includes North Suites, Upper Level Bowl, and additional center tower structure to press boxes, additional suites, and coaches' boxes.

MIAMI-DADE SOUTH DISTRICT WASTEWATER TREATMENT PLANT, Miami, FL

Cost: \$62,407,344

Completion Date: 2012

Role: Project Executive

Scope of Work: The project consists of constructing Florida Power & Light (FPL) duct banks with switches, associated conduits, pull boxes, manholes, and cables. Constructing an electrical distribution building which will house 2-15 KV transformers, and 8-02617 KW emergency generators; two additional substation buildings to house transformers for other facilities, a control room; a bulk fuel storage facility with (4) 50,000-gallon above ground storage tanks; fuel pumping facilities and fuel truck transfer facilities, and all other appurtenant and miscellaneous items.

Construction Experience

22 years

Education

B.S. of Science in Civil

Engineering

Florida International University

Areas of Expertise

Multi-Level Buildings

Sports Facilities

Higher Level Education

Municipal

Professional Licenses

Certified General Contractor

Florida

#CGC 060203

Certified Engineering Intern (E.I.)

Florida

#497ET183

Certifications

OSHA 30

Affiliations

FIU – Lifetime Alumni Member

FIU – Industry Advisory Council

Knights of Columbus - World's

largest lay Catholic organization

Latin Builder's Association (LBA)

Executive Board of Director

Member

Association of General

Contractors (AGC)

Associated Builders and

Contractors - (ABC)

Greater Miami Chamber of

Commerce Leadership

Miami Alumni - 2004

MIAMI-DADE GSA WEST LOT PARKING GARAGE, Miami, Florida

Cost: \$15,465,718

Completion Date: 2012

Role: Project Executive

Scope of Work: The GSA West Lot Project will be our second Design-build Project for Miami-Dade County General Services Administration, and is designed to get a LEED Silver Certification. The project will serve as the future Parking Garage for the new Children's Courthouse Building. The project site is approximately 1.73 acres and is located at the intersection of NW 2nd Avenue and NW 3rd Street, to the west of the Stephen P. Clark Center. The facility will be comprised of approximately 324,000 Sq. Ft. of parking area distributed in 810 parking spaces on 6 levels and 45,000 Sq. Ft. of office space on four floors, plus 10,000 Sq. Ft. of retail space on the Ground Floor. The construction method will be precast concrete.

HIALEAH REVERSE OSMOSIS WATER TREATMENT PLANT, Hialeah, FL

Cost: \$7,978,300

Completion Date: 10/2012 (Projected)

Role: Project Executive

Scope of Work: MCM's portion of the project consists primarily of shell and interior build out work in the main process building, generator building and fourteen (14) production well buildings. Tilt-Up Concrete Wall Panel Systems will make up the primary method of construction for these buildings, all of which will be capped off by a steel roof joist and seamless metal roof and wall panel system. Other items of work include the installation of a two-story internal steel superstructure which will house the administrative offices, RO Control Room, Laboratory, utility, storage and maintenance facilities.

MIAMI SENIOR HIGH SCHOOL, Miami, FL

Cost: \$43,073,423

Completion Date: 11/2013 (Projected)

Role: Project Executive

Scope of Work: This project consists of extensive historical renovations, additions, and alterations to one of the oldest jewels of the educational system in South Florida. The majority of the work is schedule under 3 major phases. The first phase consists of constructing the new buildings around the existing occupied campus. This will add 3 new classroom buildings (1 - 3 story and 2 - 2 story), a 3-story parking garage, a new Central Energy Plant housing the "New Heart" of the campus, and a new vocational auto shop. Phase Two shifts the students from the historical buildings into the newly constructed classrooms allowing for a complete renovation of the historic buildings including the installation of new HVAC, Electrical, Plumbing, Fire Sprinkler systems, and hurricane impact windows. Under this phase the Media Center will be overhauled and the decorative steel trusses will be exposed. In addition the Auditorium will receive new seating, lighting and sound systems. The 3rd phase is overall site improvements, which consists of a new landscaped Columbia Park, Stingaree Plaza and dedicated drop-off and pick-up areas. When completed in 2013, the school's capacity will be increased from 1,649 to 2,800 student stations allowing the landmark to continue serving its purpose for many years to come.

MIAMI INTERNATIONAL AIRPORT PACKAGE #19, Miami, FL

Cost: \$12,043,009

Completion Date: 10/2011

Role: Project Executive

Scope of Work: Shell Trade Contractor for the B-C and C-D projects. Selective demolition, construction of a new ETD building consisting of auger cast piles, pile caps, concrete columns, and elevated concrete decks with pre-stressed precast concrete joists, structural steel and new roofing.

MIAMI INTERNATIONAL AIRPORT PACKAGE #20, Miami, FL

Cost: \$18,478,640

Completion Date: 10/2011

Role: Project Executive

Scope of Work: Shell Trade Contractor for 740A project the new Federal Inspection Service (FIS) at MIA. Selective demolition, construction of a new stair tower, elevator shaft, structural steel and new roofing.

MIAMI INTERNATIONAL AIRPORT PACKAGE #21, Miami, FL

Cost: \$15,664,291

Completion Date: 10/2011

Role: Project Executive

Scope of Work: Shell Trade Contractor for the 739C project. Work includes: Selective demolition, construction of a new mechanical penthouse, stair tower, structural steel and new roofing.

MIAMI INTERNATIONAL AIRPORT PACKAGE #22, Miami, FL

Cost: \$67,213,687

Completion Date: 11/2011

Role: Project Executive

Scope of Work: This contract includes the finishes for six MDAD projects encompassing: Selective Demolition, Water Repellents, Expansion Joint Covers, Rough Carpentry, Board and Batt Insulation, Fiber Reinforced Cementitious Panels, Sprayed-On Cementitious Fireproofing, Fire Resistance Systems, Joint Sealers, Access Doors, Furring and Lathing, Veneer Plaster, Gypsum Board and Shaft Wall Systems, Suspended Acoustical Ceilings, Perforated Metal Tile Ceiling Systems, Open Cell Metal Lay-in Ceiling Systems, Acoustical Ceiling Panel Systems, Suspended Decorative Grids, Interior Stone Facing, Stucco, and painting.

MIAMI INTERNATIONAL AIRPORT 756AD NORTH TERMINAL, Miami, FL

Cost: \$155,695,736

Completion Date: 2011

Role: Project Executive

Scope of Work: This \$155 Million project consists of two Packages. Package 1 entails the General construction of renovations in the existing terminal building located in terminal areas B through C on 3 levels. The scope of work includes: removal of escalators and elevators and new structure slab fill in of floor openings, selective demolition of terminal interior finishes such as ceilings, flooring, partitions and millwork, and the removal and relocations of mechanical, electrical, fire sprinkler

and plumbing utilities. Package 2 requires the General construction of renovations in the existing terminal building located in terminal areas A through D. The scope of work consists of: construction of new escalators and elevators, curtain walls, storefronts and automatic entrance doors, structural foundation and building framing; selective demolition and replacement with new terminal interior finishes such as ceilings, flooring, partitions, stainless steel wall panels and millwork, and the removal, relocations and installation of new mechanical, electrical, aviation specialty systems, fire sprinkler and plumbing systems. This Package primarily includes work on 4 levels, but there will be additional work required beyond the primary work floors, such as the new AHU room on the fifth level. All of this work required extensive planning and coordination with all airport groups and users for re-routing of passengers, construction of demising walls, pedestrian corridors and all life safety systems. All without effecting on-going flight operations.

MIAMI INTERMODAL CENTER (MIC) - EARLINGTON HEIGHTS CONNECTOR (ORANGE LINE METRORAIL EXPANSION PROJECT), Miami, FL

Cost: \$100,000,000

Role: Senior Project Manager

Scope of Work: A 2.4-mile rail corridor that will extend the Metrorail from the Earlington Heights Station to the future (MIC) Miami Intermodal Center.

FLORIDA DEPARTMENT OF TRANSPORTATION- POMPANO BEACH OPS CENTER, Miami, FL

Cost: \$8,900,000

Role: Senior Project Manager

Scope of Work: A concrete tilt wall/ structural steel office building for the future expansion of the FDOT Operations Center.

FIU SCHOOL OF LAW, Miami, FL

Cost: \$32,000,000

Completion Date: 2005

Role: Senior Estimator

Scope of Work: The building consists of a multilevel 150,000 SF structure including a state accredited law library, auditorium, courtrooms, and classrooms that include instructional media and office spaces.

FIU LAKEVIEW HOUSING, Miami, FL

Cost: \$35,000,000

Role: Senior Estimator

Scope of Work: The project included an addition of two (6) story student apartment buildings for a total of 250,000 SF. The project included rerouting of existing utilities, the new construction two independent buildings and tie in of proposed utilities into the existing campus utility infrastructure.

UNIVERSITY OF MIAMI CONVOCATION CENTER, Miami, FL

Cost: \$40,000,000

Completion Date: 2002

Role: General Superintendent

Scope of Work: Overseeing all construction operations related to the multi-level 205,000 SF 10,000 seat indoor college basketball arena. The project consisted of a concrete structural frame and an extensive structural steel roof truss framing system. The building also included an extensive audio/visual and communications infrastructure backbone to support the multipurpose entertainment facility located in the center of campus. The facility included 25 executive suites with lounge areas, administrative offices, locker rooms, and banquet space. Eleven (11) concessions were distributed throughout the concourse level. All MEPF utilities were tied in to the existing campus loop system.

The project was successfully completed on an accelerated schedule in time for the first ESPN televised inaugural game in January 2003.

FIU LIBRARY EXPANSION, Miami, FL

Cost: \$25,000,000

Completion Date: 1998

Role: Superintendent

Scope of Work: The FIU Library expansion included a fast track, phased construction to add 200,000 SF to the existing 70,000 SF library. The project included a structural retrofit to the existing three stories and addition of five additional floors (with future structural provisions for a total of fifteen floors). The project was carefully constructed allowing the existing library sophisticated computer systems and ongoing university and library operations to continue uninterrupted while all construction activities were ongoing.

THE STRAND AT CLEARWATER, Miami, FL

Cost: \$37,600,000

SARASOTA COUNTY FIRE STATION #15 AT PALMER RANCH, Miami, FL

Cost: \$2,300,000

SOUTH MIAMI-DADE CULTURAL ARTS, Miami, FL

Cost: \$53,000,000

CITY PALMS, Miami, FL

Cost: \$79,000,000

GALLERY ART, Miami, FL

Cost: \$39,000,000

MEDITERRANEA, Miami, FL

Cost: \$31,000,000

SONESTA AT MUTINY PARK, Miami, FL

Cost: \$37,000,000

LAS OLAS GRAND, Miami, FL

Cost: \$81,000,000

PALMETTO EXPRESSWAY - SECTION 1, Miami, FL

S.R. AIA BRIDGE EXTENSION PD & E, Miami, FL

N.W. 21ST STREET/N.W., Miami, FL

CHARLOTTE REGIONAL MEDICAL CENTER (HURRICANE DISASTER RELIEF), Miami, FL

CENTER-PERFORMING ARTS CENTER FOR DADE COUNTY, Miami, FL

Employment History

2010 to Present - MCM, Miami, FL - Senior Manager

2009 to 2010 - G3 Consultants, Inc., Miami, FL - Consultant

2009 to 2009 - Tower OHL Group, Inc., Davie, FL - Senior Project Manager Operations

2006-2008 - H&H Development, Miami, FL - Vice President of Development

2005 to 2006 - GC Homes, Miami, FL - Vice President of Development and Construction

1996 to 2005 - Turner Construction Company, Miami, FL - Senior Project Manager

1993 to 1996 - HNTB Corporation - Civil Engineer

1990 to 1993 - Group II Construction Company - General Superintendent

13191 S.W. 192 ST
Miami, FL 33177
Phone (305) 297-4344

Armando P. Trabanco

Professional Objective

Seeking a senior management position with a growing financial institution committed to excellence. This will allow me to use my proven experience, extensive banking knowledge and strong motivational skills to develop a team prepared to capitalize on market opportunities.

Professional Experience

U.S. Century Bank

Sr. Vice President, Branch Administrator
January 2007 - Present

Responsible for all North Region Branch operations. As a Branch Administrator it is my objective and responsibility to insure proper branch staffing, production and profitability. Additional responsibilities include hiring, training, business development, loan production and market penetration.

BankAtlantic

Sr. Vice President, Sales & Business Development Manager
June 2006 - December 2006

Responsible for all state wide sales and business development activities. Direct reports included Small Business Department Manager, In-field Sales Manager, Director of BankAtlantic Financial and Business Development Associates. My main objective was to create a sales culture and sales programs to increase cross sell ratios, existing client penetration and overall market share.

SunTrust Bank, South Florida

Sr. Vice President, Southern District Manager
January 2004 - June 2006

Responsible for all aspects of the Retail Banking Division within the Southern District of Florida. This district is comprised of 44 retail banking offices in Miami-Dade and Broward counties, with deposits of \$3.1 billion dollars and loans in excess of \$635 million dollars. Additional responsibilities included, but were not limited to, branch operating model implementation, staffing model management and market penetration success.

Sr. Vice President, Regional Executive

January 2000 - December 2003

Responsible for the overall activities of the Northwest Area for SunTrust Bank, South Florida. The area was comprised of 8 branches with deposits in excess of \$670mm and loans in excess of \$90mm. Additional responsibilities included overseeing all sales and loan production including credit quality and profitability.

45

Community activities

Advisory Chairman -- Hispanic Scholarship Fund

Board Member- Step Up For Students

Board Member- South Florida Hispanic Chamber of Commerce

Event Committee Member- Cystic Fibrosis Foundation

Past Council Member - SunTrust Political Action Committee

Past Board Member -- South Beach Preservation Board

Languages

English, Spanish

Vice President, Branch Manager

April 1997 – December 1999

Responsible for the overall production and management of the Hialeah Office. Duties included hiring and training all branch staff and creating a sales environment with an institution that was traditionally service oriented. Branch success was measured by the increase in deposits, loans and non-interest income.

Assistant Vice President, Region Lender

October 1995 – March 1997

This position reported directly to the Regional Executive and was responsible for the underwriting and booking of all consumer credit and small business loans generated from the region offices. Additional duties included the creation of programs to stimulate loan production and continuous referral networks.

Assistant Vice President, Credit Manager

September 1992 – September 1995

Responsible for the purchasing of automotive contracts from franchise auto dealerships. This process required the underwriting of auto loans in a short period of time with limited information and no personal knowledge of the applicants. Loan volume, rate spread and acceptable delinquency ratios measured success.

Assistant Vice President, Assistant Collection Manager

March 1985 – August 1992

Responsible for all aspects of the Consumer Lending collection process with direct responsibility for 15 Collection Agents. Department was set up to handle all accounts from 15 days through final disposition with various types of collateral securing the loans. I was successful in maintaining delinquency at below the company target of .50 %.

Education

Miami-Dade College

Miami, Florida

Management Skills and Development Training

SunTrust Bank Orlando, FL

Cohen Brown Certified Instructor

Miami, FL

Omega Performance System Certified Sales Instructor

Boca Raton, FL

STEVEN C. KIRK

16445 Old Cutler Road, Palmetto Bay, FL 33157
(305) 298-1100

EDUCATION

B.A. in Economics and Political Science

Magna Cum Laude
Duke University
1971-1974

Masters Studies in Public Policy and Public Affairs

Sanford Institute of Policy Studies
Duke University
1976-1977

HONORS & AWARDS

Affordable Housing Magazine's Top 50 Affordable Housing Developers 2010
Miami-Dade Agriculturist of the Year 2008
Local Initiative Support Corporation's Hurricane Recovery Award 2007
Housing Assistance Council's Skip Jason Community Service Award 2006
Appointment by Governor Bush to Florida Hurricane Housing Task Force 2005
American Business Media's William D. Littleford Award for Leadership in Public Service 2000
Fannie Mae Foundation Maxwell Award for Excellence in Low Income Housing 1998
The Lyndhurst Foundation Young Career Prize 1985-1986
Robert F. Kennedy Memorial Fellow 1978-1979
U.S. Department of Health and Human Services Public Service Fellow 1975-1976

EXPERIENCE

Real Estate Development, Finance and Property Management

<i>President, Rural Neighborhoods, Incorporated</i>	<i>2005 to Date</i>
<i>President, Everglades Housing Group, Incorporated</i>	<i>2005 to Date</i>
<i>President, Big Cypress Housing Corporation</i>	<i>2001 to Date</i>
<i>President, Little Manatee Housing Corporation</i>	<i>1999 to Date</i>
<i>President, Everglades Community Association</i>	<i>1994 to Date</i>
<i>Miami, Florida</i>	

Mr. Kirk serves as Chief Executive Officer of Rural Neighborhoods, a multifamily and commercial real estate development corporation, and manages a portfolio of 1,533 rental apartments with \$10M in annual revenues and commercial facilities totaling 50,000 sf. He has secured \$200M in permanent financing from Federal, state and local government, private debt, and tax credit equity sources. Mr. Kirk directs corporate land acquisition, land use and project entitlement, market and financial feasibility analysis and coordinates project underwriting, loan closings and project compliance. He is responsible for strategic planning and external relations including press, elected officials, civic and religious and public and private financial sources. In 2010, Rural Neighborhoods was named 29th on Affordable Housing Magazine's Top 50 Developers of Affordable Housing in the United States.

Mr. Kirk's real estate development projects have been featured in Affordable Housing Finance Magazine, Builder's Magazine, Planning: the Magazine of the American Planning Association and Gastronomica.

Management Consulting and Real Estate Development

President, Kirk & Associates, Washington, DC-Miami, FL 1983 to Date

Mr. Kirk is a principal in a management consulting practice providing expert assistance to private businesses, municipal authorities, charitable and faith-based organizations in corporate structure, taxation, finance, project design and evaluation. Substantive expertise includes areas of affordable housing, and community economic development. Mr. Kirk's affordable housing achievements include:

- Financing of \$4.6M *Jordan Commons* land acquisition, infrastructure improvements for 200-unit homeownership community;
- Development of \$4.5M transitional housing campus consisting of 40 apartments and 50-bed SRO on surplus Homestead Air Force Base property;
- Historic preservation and adaptive re-use of Cuchille Residence;
- Development of \$1.2M *Biscayne Senior Housing*, a 31-unit elderly and handicapped rental housing project;
- Planning, site acquisition and financing of \$3.9M, 70-unit metropolitan self-help home ownership subdivision; and
- Financing of new construction and modernization projects of 34, 95, 97 and 17-units with combined \$11.5M value on behalf of two municipalities

Economic development successes include:

- Social and economic needs assessment for Alaskan Native American Tribal council and resultant business plan for village heating oil enterprise;
- Structuring of national church-related revolving loan fund and initial loan underwriting for *World Vision U.S. Ministry*;
- Feasibility analyses of Southeast Asian refugee-owned businesses in Mississippi and Florida Gulf Coast communities; and
- Start-up of 500-household per week urban food cooperative in Orange County, CA on behalf of *Operation Blessing and World Vision, U.S. Ministry*.

Management assignments include establishment of numerous tax-exempt corporations and subsidiaries and interim leadership of Maryland Association of Housing and Redevelopment Agencies.

Vice President, The Enterprise Fund, Annapolis, MD

1982-1983

Mr. Kirk serves as a principal in an organization specializing in community and economic development. He created a private investment fund to match small investors to minority-owned businesses in the Baltimore-Washington Metropolitan area. He solicited investor and donor capital, evaluated loan opportunities and reported investment performance. Mr. Kirk guided an inner-city community health center into self-sustaining care provider based on implementation of fee-for-service pricing. He also developed and marketed Federal contracts to Health and Human Service and provided technical assistance to 60+ rural health clinics in Southwest.

COMMUNITY SERVICE

<i>Chairperson, Art South,</i>	<i>2002-2007</i>
<i>Chairperson, Florida Farmworker Housing Coalition</i>	<i>2001-Date</i>
<i>Board of Directors, Community Partnership for the Homeless</i>	<i>2006-Date</i>
<i>Board of Directors, Socially Accountable Farm Employers</i>	<i>2006-Date</i>
<i>Board of Directors, Redlands Conservancy, Homestead, FL</i>	<i>1997-2001</i>
<i>Board of Directors, Land Trust of Dade County, Miami, FL</i>	<i>1996-2000</i>
<i>Board of Directors, D-FY-IT (Drug Free Youth in Town)</i>	<i>1998-1999</i>
<i>Board of Directors, Consortium for Child Welfare, Washington, DC</i>	<i>1992-1993</i>
<i>Board of Directors, South County Development Corporation, Annapolis, MD</i>	<i>1992-1993</i>
<i>Board of Directors, Enterprise Fund, Annapolis, MD</i>	<i>1982-1993</i>
<i>Board of Directors, Harvest Florida Corporation, Homestead, FL</i>	<i>1990-1992</i>
<i>Board of Directors, Council on Development, Washington, DC</i>	<i>1986-1990</i>
<i>Board of Directors, National Coalition on Misuse of Pesticides, DC</i>	<i>1984-1987</i>
<i>Grant Review Board, United Way of Dade County, Miami, FL</i>	<i>1984-1986</i>
<i>Board of Directors, Youth Policy Institute, Washington, DC</i>	<i>1983-1984</i>